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The study of what Millennials students in UrFU, Russia look for in a future or current employer with the comparison with Mexican Millennials

Abstract . The organizations nowadays are preparing and learning how to manage the new generation of employees. This generation are denominated "Millennials", but why the organizations are preparing how to manage them? This article intends to show the results of a survey conducted in Russia and in Mexico to students in order to know what they looked for in their future and current employer.

Keywords: millennials, human resources management, employers, leadership, survey, organizations, employees.

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Исследование запросов студентов Millennials УрФУ, Россия в отношении будущего или текущего работодателя, в сравнении с Millennials в Мексике

Аннотация. Организаций в настоящее время готовит и научиться управлять нового поколения сотрудников. Это поколение выражены «Millennials», но почему организации готовят как ими управлять? Эта статья намеревается показать результаты обследования, проведенного в России и в Мексике для студентов для того, чтобы знать, что они искали в их будущего и нынешнего работодателя.

Ключевые слова: millennials, управление человеческими ресурсами, работодатели, лидерство, исследования, организации, сотрудники.

The organizations nowadays are preparing and learning how to manage the new generation of employees. This generation are denominated “Millennials”, but why the organizations are preparing how to manage them? According to literature Millennials are people that where born between 1977 and 2000 and will represent according to the Deloitte Millennial Survey, “75% of the global workforce by 2025”. According to many articles, this generation has the ability to adapt and mold to new trends, technology and situations in which may determine how they behave in their social and work life.

Organizations are taking actions in how they can manage this new workforce. As technology advances, the organizations demand more aptitudes and requirements when they hire new staff or train their employees. Technology and environments are changing how the millennials think and act and this it is linked to how they choose where they want to work.

Empirically we know that cultural, social and regional factors may determine and influence a decision. But what happens when this decision is to look for a new employer? What do the millennials look for? This paper will show the results and compare them between Mexican and Russian millennials.

The Millennials

Personality and environment influence and makes this generation different from the other generations. Many studies have acknowledge and compiled this descriptions as we can read in the following table.

Generation Theoretical descriptors

Boomers Much heralded but failing to meet expectations, smug, self-absorbed, intellectually arrogant, socially mature, culturally wise, critical thinkers, spiritual, religious, having an inner fervor, radical, controversial, non-conformist, selfconfident, self-indulgent

Gen Xers Cynical, distrusting, bearing the weight of the world, fearful, lost, wasted, incorrigible, in-your-face, frenetic, shocking, uneducated, shallow, uncivil, mature for their age, pragmatic, apathetic and disengaged politically, independent, selfreliant, fatalistic, mocking, under-achieving

Millennials Optimists, cooperative, team players, trusting, accepting of authority, rule-followers, smart, civic-minded, special, sheltered, confident, achieving, pressured, conventional *Howe and Strauss (2000)*

According to literature, *Howe and Strauss (1991)*, described the Millennials as having seven distinguishing traits:

1. Millennials are special, vital, and full of promise, not only for themselves, but also for the future of our society and world.
2. They are sheltered, having been smothered with safety rules and devices.
3. They are confident as a result of their trust and optimism.

4. They are team-oriented, having been raised on sports teams and group learning.
5. They are achieving, the result of higher school standards and an instilled sense of accountability.
6. They are pressured and feel the need to excel and do well.
7. They are conventional, rather than rebellious.

In 2013 *PwC* made a study in which they determine that regional companies in Russia are aiming to focus and pay more attention to the development of personnel, training and management tools. As Russia opens to the world, the millennials are starting to change the way employers manage staff. This study changes the perspective of the old Russia to the new Russia. The findings of this study were the following:

PwC survey

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- In 2013, regional companies plan to increase or stabilise their staffing levels.
 - A majority of respondents (49%) say that staff turnover rates increased in 2012, amounting to 19.6% on average.
 - In 2012, average salary growth was slower in the regions than among Moscow-based companies. Salary increases planned for 2013 among regional companies will also be lower than the City of Moscow average.
 - According to the survey, the majority of companies are experiencing a deficit of sales specialists, as well as non-production and production staff.
 - In 2013, half of surveyed regional companies (51%) plan to increase their staff training budgets. The survey data show that the key training priorities will include management skills (32%) and professional skills (29%).
 - In 2013, regional companies plan to focus heavily on developing HR management systems.
 - Many respondents also noted a deficit of qualified personnel in their respective regions.

PwC Russia HR-Barometer (2013)

According to McCrindle, “the young people of this generation do not live to work – but rather work to live. A job merely provides the income to do that they want to do” McCrindle (2004) Young people in Russia are noticing the changes that are happening around them and they are influencing their employers to take notice of them. Is this generation it is changing to work to buy or work to satisfy more necessities or pleasures than the basics?

Objectives

The present paper pretends to show a comparison of the millennials people in specific locations. Students from Mexico and Russia were the subjects that answered a survey where they answered what they were looking for in a employer. The reason to make this paper it is to look for the new trend is that the millennials are looking for other things in order to make that decision

Methodology

A survey was conducted and applied to an equal number of subjects in Mexico and Russia. Respondents of this study were 100, half of the millennials studying the University in Mexico and half millennials in Russia. The respondents were citizens of Mexico and Russia in order to compare their answers with this survey.

The survey was implemented with an online form. This survey had 8 questions that were translated from English to Russian by a qualified translator in order not to affect the

result of the survey. The questions looked for specific answers in which the students could reflect their feelings towards employment, individuality, dreams and values. The answers for the questions were in multiple choice and with some numerical options where the respondent could choose what was more important to him and what was not. The survey was open for two weeks inviting the students from the Ural Federal University in Russia to answer it in Russian and from different Universities in Mexico.

Results of surveys according order of questions

1. **“When seeking advice, how do you want to interact with people?”** Of ordinary manner without scientific basis could be considered that the millennial prefer interaction by means of virtual communication^[1], the present studied threw an answer contradictory, because that counter what one thinks, the face-to-face communication (the dialogue), is the choice favored by respondents in both countries, as you can see in the results. Face to face communication is understood as: "the fresh link between people, promotes a warmth and loyalty in the long run, a sense of obligation in that computermediated communities have not been proven (...)" As soon as the culture online grows geographically, the sense of community disappears"(Heim, 1993: 102-103)

In that sense, changes in communicative scenarios are leading to new forms of communication, but they are not making disappear the communicative essence of the human being, which continues to face communicating with peers.

2. **What is important to millennials when they are job hunting?** Analyzing the following results, differences between the countries Russia and Mexico becomes more noticeable, such is the case of looking for a job, for Mexicans, the importance is focused onto get a job in a field I enjoy pretty quickly and Good benefits like health insurance and retirement plans, on the other hand, the Russian community prefer to have choices of job offers and they are willing to sacrifice a higher salary for a more personally and professionally fulfilling career. It could mean that Mexicans are willing to work in a place that does not satisfy them personally and professionally but that covers their health needs and plan withdrawals, on the other hand, the Russians are willing to sacrifice money matters in order to do what they like and the organization that seem most favourable in terms of life and career concerns.

3. **We asked millennials to rank milestones by importance (5 being the most important and 1 the less important)** Introducing us to the General wishes of life of millennials, both countries have similar aspirations, although they are not nested in the same way, found that young Russians have similar degree of importance for marriage, starting a career and having children, for them those three options do not symbolize a significant difference between the two, i.e. they are also representative. Though as I mentioned previously the

Mexicans want identical variables, for them there is a significant difference, starting a career is paramount and significantly below, locate having a son and later to buy a car. That's why we can infer for Russia, it would be relevant to the HRM give emphasis to benefits ^[2] that were related to the family.

4. **Which of the following things do you believe make an organisation an attractive employer?** Was subsequently sought to discover the factors that make a more attractive organization, Mexicans and Russians agree that one of the most striking points is to have opportunity to rise within the Organization, jointly, two representative variables for Russian millennials own financial incentives and flexible working arrangement. It is also possible to observe that both countries agree that the sector in which the organisation operates and a reputation as an employer of the best and brightest people are less attractive options.

5. **Which three benefits would you most value from an employer?** I resettled employees appreciate that the company will give them the opportunity to learn and develop

within the Organization, thus leading to a cycle of renewal that allows that employees can apply for better positions. Again reflects that Russian millennials, are interested in cash bonuses and flexible working hours. A fact that protrudes into the reagent present is that Mexicans are little interested in cash bonuses and more interested in greater vacation allowance. The interest of greater vacation locates justified in a study entitled "A look at society"^[3] which showed that Mexicans have longer working hours and tend to have only few days off a year, and they work until they are older.

6. **Are there any sectors in which you would not wish to work solely because of their image?** Mentioning the sectors in which Mexicans and Russians do not want to work smack-DAB because of their image, the opinions are divided. The millennials in Russia prefer not to work in retail and consumer, chemicals and government and public services, it is important to remember that the item number 4 was discovered is not dominating the sector in which the organisation operates.

7. **Which of the following training/development opportunities would you most value from an employer?** On the other hand, both countries millennials prefer to train with strong coaches and mentors, in addition, they are motivated to work on key projects with collaborators who inspire them. The least interesting thing for both countries is training through e-learning and in the formal classroom training. It is important to highlight that one of the least appealing variables is the formal classroom training, since training in organizations is still teaching that way.

8. **Have you/will you deliberately seek employers whose corporate responsibility behaviour reflects your own values?** Finally, employees appreciate that the culture of the company consistent with the values, in other words, value that the values promoted in the company, attach with which the employee passes (example: company eco - eco-friendly employee).

Conclusion

The HRM, could generate a process that save parameters globally established, but it is always important to pay attention to the cultural differences that exist between country and country, including between one State and another. In the present it was discovered that if present significant differences between one country and another, for example, the Mexican employee gives a value greater than the benefits while the Russian employee, not gives too much attention to these benefits, then, when we speak of the HRM had established an international process, did not have the same success in all countries in this sense, the acculturation of some processes is necessary.

As recommendations for the HRM in Russia, found that the employed Russian millennial, requires flexible, is willing to set aside a large salary if the company offers training, positions that relate to their profile and an appropriate plan of life and career. In addition, they want equally to work and to raise a family, therefore, organizations in Russia, could offer a plus if they undertake to encourage activities that relate variables work and family. For example soccer tournaments parents and children, among others.

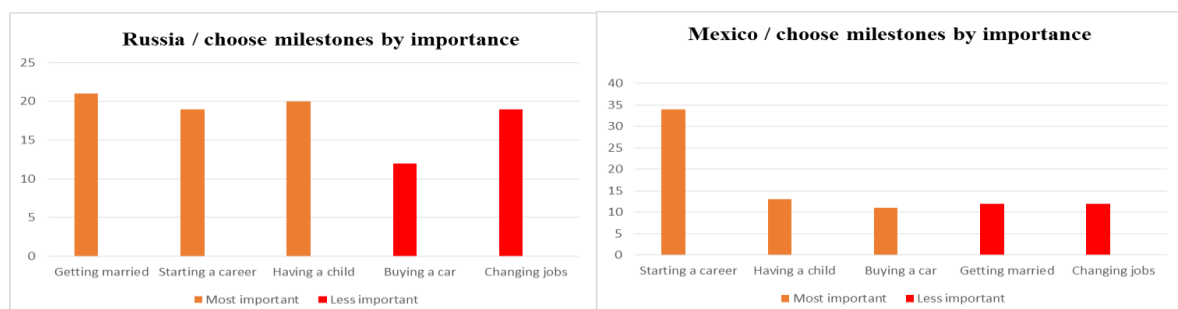
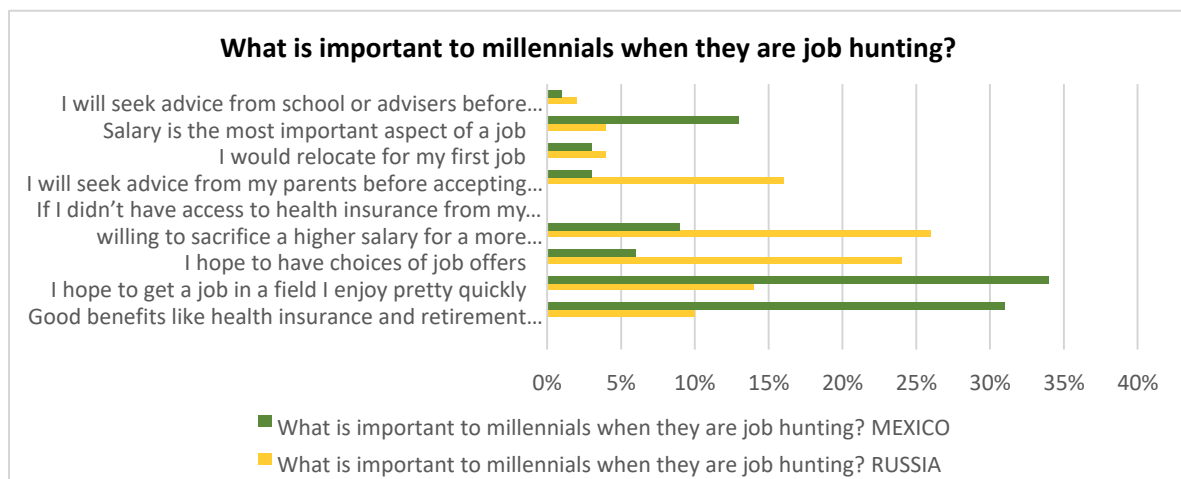
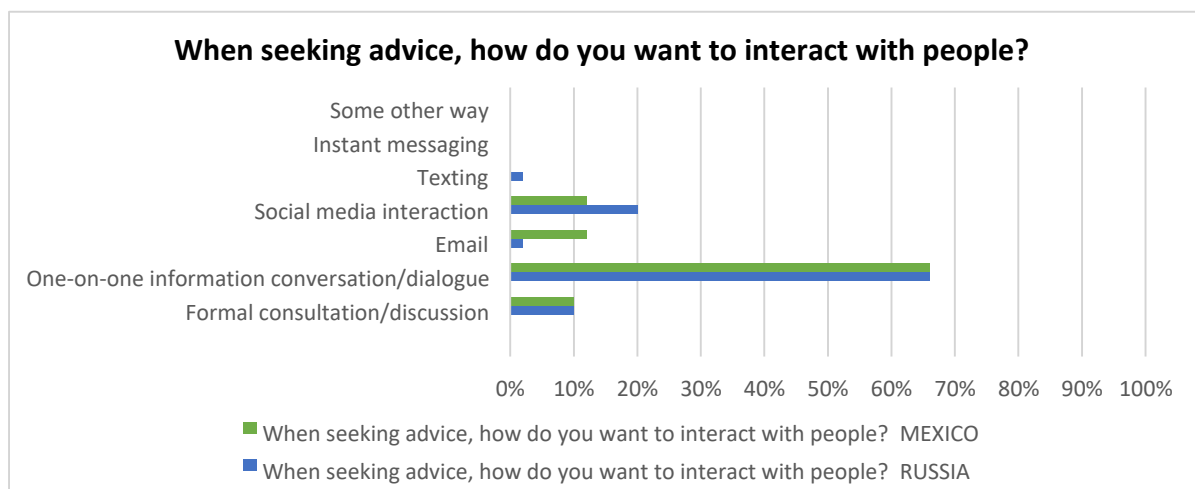
It is concluded that the HRM in Russia is not a process that is completely different to what exists internationally, but if it is expected that adjustments in each country should be. In addition pay meticulous attention to the needs of people who currently represent the workforce of the country, because with that companies can attract more talents and create loyalty and commitment with the staff that is already in the organization. It is also important to maintain a constant needs of employees' control, since these evolve, i.e. the present workforce does not have the same requirements that the labor force of a decade ago. Even organizations not retained the same challenges.

[1] Virtual Communication is one process where, in addition of the subjects, some external agent of technological order by which it is possible to exchange information; interested in triangulation that speech makes moving from one side to the other and its emotional impact on the subjects is involved. (May, 2009)

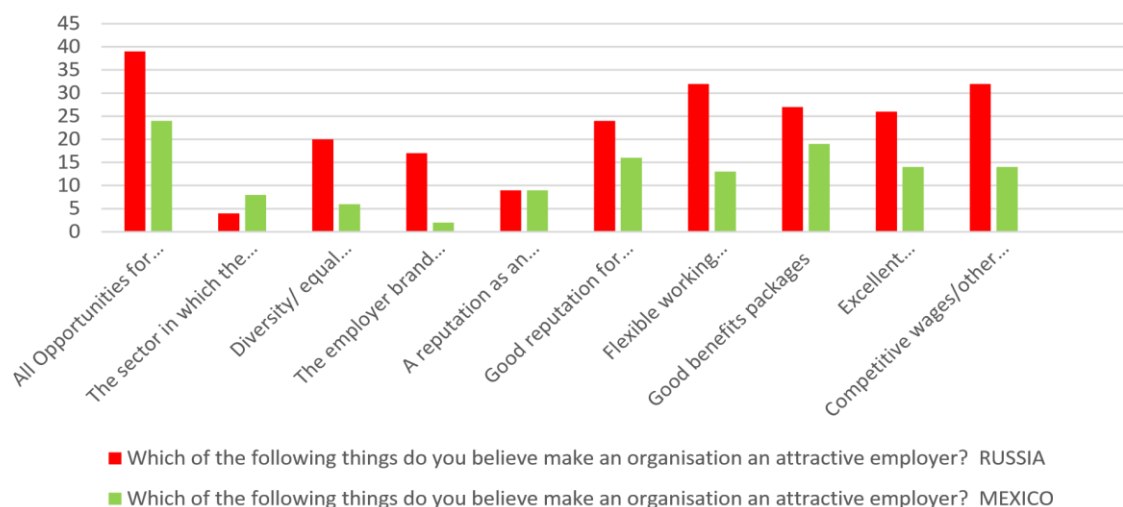
[2] Benefits are non-financial form of compensation to better the lives and working experience of an organization's employees (Nazir, 2010).

[3] Study carried out in 29 countries, entitled "A look at society" and published in 2011 by the Organization for cooperation and economic development (OECD),

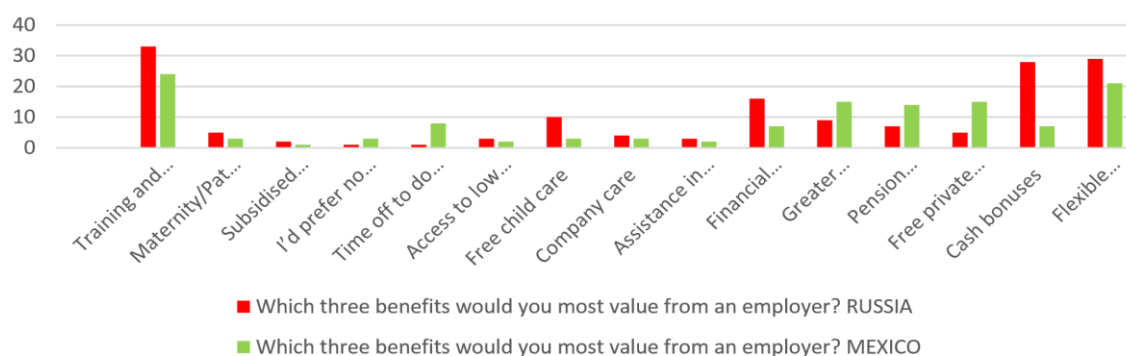
Appendix Survey data



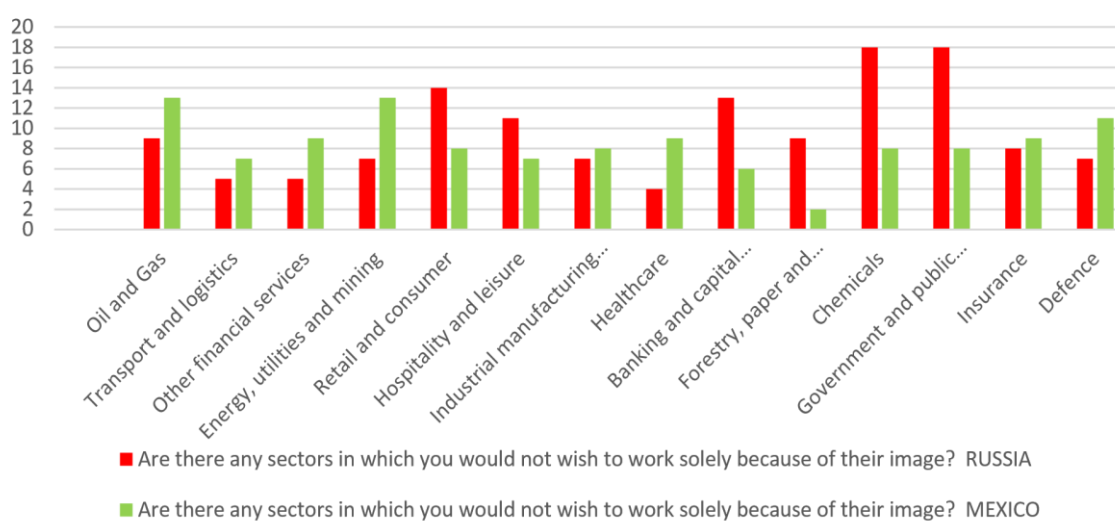
Which of the following things do you believe make an organisation an attractive employer?



Which three benefits would you most value from an employer?



Are there any sectors in which you would not wish to work solely because of their image?



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COMPREHENSION WITHIN LINGUISTIC BARRIERS

Abstract. The number of differences and similarities between the languages of people who are not native from a destination country are many. One of the biggest challenges of all of them is the understanding and acquisition of a language which leads to diverse models and ideas with no taking into account neither economic nor social backgrounds. This paper aims to clarify the concept of linguistic barriers, why so many models exist around this matter, the actual situation, impressions to clarify basic problems and a conclusion of the problem based on perspective judgments.

Keywords: HRM, linguistic barriers, language skills, globalization.

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ПОНИМАНИЕ ВНУТРИ ЯЗЫКОВЫХ БАРЬЕРОВ

Аннотация. Количество языковых сходств и различий людей, находящихся за пределами родной страны, весьма велико. Одним из величайших вызовов из этого числа является понимание и обретение языка, что ведет к различным моделям и идеям, помимо экономических или социальных оснований. Эта статья нацелена на прояснение понятия языковых барьеров, равно как и причин существования множества моделей по этому поводу, а